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ABSTRACT

Organizational communication, because of its interdisciplinary nature and diversity of interest (sociology, psychology, speech communication, and business administration), requries reading in several different disciplines. Among the available resources listed in this document are six specific books which may prove useful for understanding the methods of research and the practice of organizational communication; a book containing specialized terminology and extensive references which focuses on the understanding of organizational theory; and two annotated bibliographies which are available from the Speech Communication Association. (JM)

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CONTENTS

Learning Resources for the Secondary Speech Communication Classroom 1
Andrew D. Wolvin

Recent Trends in Oral Interpretation 6
Chloe Armstrong

Learning Resources in Organizational Communication. 12
Mark Hickson III

News and Notes 16

The MWSCA ENCODER is published by the Metropolitan Washington Speech Communication Association. The Editor will consider any original article related to the theory, practice, or teaching of communication. Length: 1000-2000 words, prepared according to the MLA Style Sheet (second edition). The Editor will also consider publishing book reviews or short essays dealing with instructional resources: audio-visual materials, bibliographies, course outlines, etc. related to the teaching of communication. Length: 300-1000 words. News and Notes items are always welcome.

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Coger, Leslie Irene and White, Melvin, Readers Theatre Handbook (Revised Edition), Chicago: Scott, Foresman and Co., 1973.

Geiger, Don, Sound Sense and Performance of Literature, Chicago: Scott Foresman and Co., 1963.

Maclay, Joanna Hawkins, Reader Theatre: Toward A Grammer of Practice, New York: Random House, 1971.

Forthcoming Spring 1974:

Hass, Richard and William, David, The Studies of Oral Interpretation.

Chloe Armstrong has recently retired as Professor of Speech Communication at Baylor University.She now resides in Silver Spring and remains active in both oral interpretation and politics.

LEARNING RESOURCES IN ORGANIZATIONAL COMMUNICATION

Mark Hickson, III

Organizational communication is a subject that is basically interdisciplinary in nature; sociology, psychology, speech communication, and business administration are among the fields where organizational communication is a subject of interest. I have found that it is very difficult to get a grasp of the subject because of this diversity of interest. For this reason, it is very important to read in several different disciplines when introducing oneself to organizational communication. I am going to discuss several specific sources that I think should

provide a useful introduction to this area of communication.

The first is a book of readings that was edited by three members of the Department of Speech at the University of Georgia. Professors Richard Huseman, Cal Logue, and Dwight Freshley edited this volume of essays entitled, Readings in Interpersonal and Organizational Communication (Boston: Holbrook Press, 1969). A second edition is to be published this year. This book is a good source for two reasons. First, it contains essays written by persons with the diverse backgrounds that I mentioned previously; and, second, all of the essays are quite readable for the beginning student of organizational communication. The essays are written by researchers in speech communication, business administration, psychology, and counseling. The volume includes a number of sources, but footnotes do not intervene to such an extent that they become cumbersome. Although a number of introductory readers are available, I recommend this one.

After reading the above, the student will discover that there are a number of variables that may be of particular interest. These variables include systems, channels, networks, leadership, power, climate, training, barriers, semantics, organizational development, conflict, and others. Robert M. Carter, at the General Motors Institute, has compiled an excellent bibliography listed under these subjects. The book is entitled, Communication in Organizations (Detroit: Gale Research Company, 1972). Articles and books are indexed by subject, title, and author; the entries are annotated. Addresses and publishers also are provided. Chapter Five on "Communication Media" lists places to find films, video-tapes, and other audio-visual aids.

Another book that contains important information, particularly concerning training, is J. William Pfeiffer and John E. Jones, The Annual Handbook for Group Facilitators (1972). This looseleaf publication is divided into five sec-

tions: structured experiences, instumentation, lecturettes, theory and practice, and resources. The resource section is particularly useful, especially "Alphabet Soup" compiled by Frank Johnson. This sub-section contains information on human relations training organizations, including addresses. Also in the resources section are articles on games and simulations; media resources; and book reviews. In a number of ways this book is quite elementary; its primary value is that new information may be easily added because of the looseleaf format. If one gets particularly interested in training, I would suggest another three-volume set by the same authors, A Handbook of Structured Experiences for Human Relations Training. University Associates (Iowa City, Iowa) is the publisher of these volumes on training. Other information on training is available from two organizations located here in the metropolitan Washington area. They are the National Training Institute for Applied Behavioral Research and the Human Resources Research Organization.

At this point the reading in organizational communication becomes much more complex. As with other areas of communication, it is important to acquire a balance among theory, practice, and method. The primary research technique for studying organizations is the field study. I, therefore, believe that the student needs a good background in the methodology for field studies. Here I suggest two specific sources. First I would suggest the reader get a good grasp of W. Charles Redding's chapter on field studies in Emmert and Brooks' text, Methods of Research in Communication (Boston: Houghton Mifflin, 1970). In this chapter, Professor Redding has provided a detailed review of the literature concerning field methods. He explains what types of studies fall into the category "field research." He discusses instruments, taxonomics, value judgments, and statistical concepts that are useful in field research. A book that goes into extensive detail on one

particular field method approach is Severyn T. Bruyn's, The Human Perspective in Sociology: content analysis, laboratory experimentation, and interviewing. A number of sources are available on each of these so that I am not going to discuss them here.

These resources thus far discussed are useful for understanding the methods of research and the practice of organizational communication. It is also important to understand organizational theory. Although filled with specialized terminology and extensive referencing, the best introduction is probably Lee Thayer's chapter, "Communication and Organizational Theory" in Frank Dance's volume, Human Communication Theory.

For further information, I would suggest two annotated bibliographies available from the Speech Communication Association. They are "Basic Bibliography in Organizational Communication," and "Organizational Communication: An Annotated Bibliography of ERIC-Processed Documents."

Mark Hickson, III holds a Ph.D. in organizational communication from Southern Illinois University, has taught at Mississippi State University and American University, and is currently serving in the U.S. Army. He will be returning to Mississippi State in September, 1974.

MWSCA DATES FOR YOUR CALENDAR

MWSCA COMMUNICATION RESEARCH CONFERENCE
American University, School of International Service
Lounge, Saturday, Feb. 23, 1974, 12:15-3:00 p.m.
Director: Kathleen Jamieson, U. of Maryland

MWSCA CHERRY BLOSSOM FESTIVAL
Individual Events Tournament
American University, March 1-2, 1974
Director: Jerome B. Polisky, American University